

EXECUTIVE SUMMARY

INTRODUCTION

The Commonwealth of Virginia has established that there is a current and future need to increase capacity for incarceration of adult male inmates sentenced by Virginia courts.

Department of Corrections



Master Plan

Presentation to the Senate Finance
Public Safety Sub-Committee
Friday, January 23, 2004

Projected Bed Shortages

	Without Plan	With Plan
June 30, 2004	(2,400)	(2,400)
June 30, 2005	(4,000)	(3,000)
June 30, 2006	(5,300)	(3,600)
June 30, 2007	(6,900)	(4,200)
June 30, 2008	(8,400)	(5,800)
June 30, 2009	(10,000)	(7,500)

The GEO Group, Inc. (GEO) has built a reputation for providing our clients with intelligent, cost effective solutions to difficult situations. The key to our impressive accomplishments is the innovation incorporated into each project. Our innovative approach begins with a due diligence assessment of your project to ensure that our proposal not only addresses the immediate needs of the Commonwealth of Virginia, but seeks to also incorporate solutions to other challenges faced by the Virginia Department of Corrections (VDOC) while keeping in mind the Commonwealth's long term needs.

We propose to **design, build, finance, and operate** one or two **1,500 bed adult male medium security correctional centers** to be located in Charlotte County or the Mount Rogers Planning District. To provide the VDOC with the greatest flexibility, we have included floor plans, staffing plans, and pricing estimates for two different Correctional Center designs. Design "A" is modeled after our Rivers Correctional Institution located in Winton, North Carolina. Design "B" is modeled after the Lawrenceville Correctional Center located in Lawrenceville, Virginia. Either design can be constructed within a 15 to 18 month period.

GEO currently has a suitable site available in Drakes Branch in Charlotte County, Virginia. Conveniently located 90 miles south of Richmond, the proposed correctional center is receiving strong community support from the local officials in Drakes Branch and Charlotte County. The community has supported the concept of a public-private partnership in their area since GEO was previously awarded a 1,000 bed medium security correctional center in 1995. However, due to a decrease in the Commonwealth's bed needs at the time, the correctional center, as well as

the subsequent economic benefit it would have provided the community, unfortunately never materialized.

Based on the projected bed needs in accordance with the Department's Master Plan presented to the Senate Finance Public Safety Sub-Committee in January 2004 and the recently passed budget language regarding prison construction, GEO would be willing to site an additional 1,500 bed facility at a location determined by the VDOC in the Mount Rogers Planning District.

In the "Qualifications and Experience" section in this proposal, you will see that GEO has extensive experience in successfully providing timely and cost effective design, construction, finance and management of detention and correctional facilities for male and female, adult and juvenile, minimum, medium, and maximum security offenders, in the United States and internationally. This experience, and our approach to serving the individual needs of each of our clients, uniquely qualify us to cost-effectively design, build, finance, and efficiently operate a male medium security correctional center for the Commonwealth of Virginia and the VDOC.

PROPOSAL BENEFITS

Through execution of our proposed plan, GEO will provide:

- An **ACA-COMPLIANT, SECURE MEDIUM SECURITY, ADULT MALE CORRECTIONAL CENTER**, capable of providing the services required by the Commonwealth of Virginia and the Virginia Department of Corrections;
- An **EFFICIENT, WELL MANAGED INSTITUTION** fully integrated into the Commonwealth of Virginia and the VDOC justice system ;
- **POSITIVE ECONOMIC IMPACT** to the City of Drakes Branch and Charlotte County, surrounding communities, the VDOC and the Commonwealth of Virginia;
- An **INNOVATIVE PUBLIC/PRIVATE SOLUTION TO ENSURE OPTIMUM VALUE** from a secure correctional institution at the least possible cost to the Commonwealth of Virginia. This project will be enhanced by working closely in a partnership with on-site VDOC staff, off-site VDOC staff, Drakes Branch, Charlotte County, and contiguous local communities, as well as all other entities appropriate to the partnering relationship;
- A **COMPLETE ORGANIZATIONAL AND FINANCIAL COMMITMENT** by GEO to the development and operation of the institution(s);
- **APPROPRIATE STAFFING LEVELS AND OPERATING PROCEDURES** to provide a secure environment, appropriate programming and optimum standards in accordance with applicable VDOC policies and procedures, American Correctional Association Standards, and the terms of a resulting Management Services Contract;
- **FLEXIBILITY IN FACILITY OPERATIONAL METHODOLOGIES** to adjust to the changing inmate population;

- A **HIGHLY COMPETITIVE PRICING STRUCTURE** that achieves significant cost savings for Virginia with respect to the development and management of the correctional center; and
- **CERTAINTY AND DELIVERABILITY** to meet the needs of Virginia and the VDOC.

The following sections provide a descriptive overview of the comprehensive yet cost effective services we provide.

Section 1 - Qualifications and Experience

Section 2 - Project Characteristics

Section 3 - Project Financing

Section 4 - Project Benefit and Compatibility

We are confident that you will be impressed by the scope of services offered by GEO and the depth of the talent and experience of our team. We believe that *our* solution is *your* solution. We look forward to the opportunity of working with the Commonwealth of Virginia and with the VDOC in a mutually beneficial relationship.

OVERVIEW OF PROPOSED SERVICES

- **DESIGN AND CONSTRUCTION ON A FAST TRACK BASIS**

GEO's philosophy concerning design and construction on a fast track basis evolved over the last 20 years through our experiences on past projects. Long before ground is broken, even before the proposal process, GEO seeks architectural and construction partners who are established and recognized to complement the GEO in-house architectural and development staff. GEO takes pride in its ability to attract the best architects, engineers, and construction firm to work with us in a true partnership to design and build facilities.

In Virginia, we are fortunate to have engaged Project Team Members **HSMM Architects**, **Hensel Phelps Construction**, and **Davenport & Company LLC** -- all Virginia-based firms, or with offices in Virginia. Our partners bring with them expert knowledge of local building codes and regulations, weather conditions, building materials, talented subcontractors, and other site-unique requirements – and the financing of similar projects in the Commonwealth. In the “Qualifications and Experience” section of this proposal, you will discover just how impressive our Virginia affiliates truly are.

The GEO in-house team of correctional design experts, along with our Virginia partners working closely with the VDOC, will coordinate all aspects of the proposed correctional center to include:

- Verify with local authorities all code, building, environmental and regulation requirements during the design development phase for construction documents.
- Coordinate the site work and structural drawings.

- While site work is being accomplished, coordinate the detention locks, security electronics and hollow metal material; since these are typically extremely long delivery items.
- While local authorities are reviewing and approving the design documents for site and structure, the specifications and construction drawings are completed in partial documents. As these documents are being completed, the comments from the review by the local authorities are incorporated in the construction documents.
- Ensure that, once the structural documents are approved by the local authorities, above ground work begins.
- While structural work is on-going, specifications and drawings for the balance of the work are completed for review and approval.

As we have documented in our qualifications herein, we can and have accomplished projects of similar scope, size, and complexity in 15 to 18 months, and will do so again for Virginia.

Normally with all parties working on a fast track basis toward a common goal to complete the project in a timely manner for its intended use, the project can be completed approximately twenty percent [20%] faster and still remain within the overall budget.

- **IMPLEMENTATION OF START-UP/OPERATIONS PROCESS**

The start-up team that will be assembled by GEO includes specialists in contracting, finance, project management, security services, programs, and facility support. This group, headed by a Vice President of Operations, has the knowledge and experience needed to recruit, select, train and deploy staff in their roles as corporate employees. This task force approach creates the synergy needed to coordinate the activation of the Correctional Center on time and within budget.

- **PERSONNEL ADMINISTRATION**

Commitment to quality service and professionalism is the corner-stone of GEO's business philosophy. As part of our commitment to excellence, we are dedicated to attracting, developing and motivating a professional work force, relying upon only the highest standards in recruitment, selection and training of personnel. GEO recognizes that the contributions and actions of every employee are required in order to fully realize our organizational capabilities and goals.

- **INTERFACE WITH THE COMMONWEALTH**

Authority for the detention of citizens is derived from the Government. GEO is sensitive to the importance of this issue and, therefore, places great emphasis on working closely and openly sharing information with the client.

- **SUPERVISION OF INMATES**

The new correctional center will be designed for the safe and secure detention of inmates. The design will ensure the safety of the general public; provide safe working conditions for employees and volunteers, and offer humane, safe, confined living conditions for the inmate population while keeping the different security populations separate. GEO will have control measures in place to prevent unauthorized egress and ingress and will provide 24 hour, 7 days per week security coverage of designated security posts. Staff will be responsible for direct and indirect supervision of the inmates in their daily activities. Continuous staff and inmate interaction will facilitate a good relationship for a safe and orderly environment.

- **ACCREDITATION**

GEO has extensive experience with the American Correctional Association and facility accreditation. Prior to the assuming management responsibilities, GEO will actively begin preparation for obtaining accreditation from the American Correctional Association (ACA) within twelve (12) months of the date of opening. Our corporate policy is to achieve accreditation within 24 months, and we expect to accomplish the same in Virginia. All operations of the correctional center will be aimed toward obtaining and maintaining the accreditation.

- **STAFF TRAINING AND DEVELOPMENT PROGRAM**

GEO's premier status as a leading provider of privatized corrections services has been established by our conviction that a highly trained quality work force is the key element to the operation of a successful, safe and efficient correctional facility. Central to the question of personnel quality is the training plan the correctional center utilizes to develop staff. The GEO staff training plan will be structured to ensure that all personnel successfully complete training requirements that meet or exceed the requirements of the American Correctional Association and the Commonwealth of Virginia.

- **EVALUATION, MONITORING & REPORTING**

GEO is committed to the goal of being the best managed full service corrections company. For this reason GEO will devote considerable resources to assuring that there is total compliance with contractual requirements and that integrity, professionalism and quality are maintained. Quality assurance is accomplished by a system of formal reporting, corporate oversight, site reviews, and explicit expectations of on-site administrators. GEO's system for information feedback to the facility decision makers, contracting agency and corporate level is designed to encourage both GEO employees and community support groups, such as AA, clergy, social workers, local law enforcement personnel, youth advisory groups, volunteers, visitors and other interested groups to give input for improvement and/or change.

SUMMARY

GEO offers the Commonwealth of Virginia a comprehensive package of skills and services that will meet or exceed your every requirement. We and our team members are prepared to partner with the Commonwealth of Virginia and the Department of Corrections to **design, build and finance** a timely, cost effective, efficient state-of-the-art medium security male correctional center **operated and managed** by highly capable, trained personnel and competent, experienced management.